

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE POLICY DIRECTIVE 36-2

23 JUNE 2015



Personnel

**CIVILIAN RECRUITMENT AND
PLACEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This publication implements Air Force policy on civilian recruitment and placement. It implements and complies with DoDD 1400.5, *DoD Policy for Civilian Personnel*, DoDD 1400.25, *DoD Civilian Personnel Management System*, DoDD 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, DoDI 1400.20, *DoD Program for Stability of Civilian Employment*, DoDI 1400.24, *Civilian Mobility Program*, DoDI 1402.01, *Employment of Retired Members of the Armed Forces*, and DoDI 1404.12, *Employment of Spouses of Active Duty Military Members Stationed Worldwide*. This directive applies to appropriated-fund civilian employees, including United States Air Force Reserve and Air National Guard Title 5 employees. It does not apply to Title 32 Air National Guard technicians.

In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy related to civilian recruitment and placement programs. This includes the civilian Career Field Management Program; executes civilian personnel and pay policies and procedures and provides program guidance and spending limits on recruitment, relocation and retention incentives in accordance with Secretary of Defense and Office of Management and Budget requirements. This publication may not be supplemented.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS).

SUMMARY OF CHANGES

This revision adds major and combatant command, and equivalent, roles and responsibilities. It updates Attachment 1, Glossary of References and Supporting Documents, by deleting and updating the reference information and acronyms.

1. Overview

1.1. This directive provides policy guidance for staffing civilian positions with highly qualified members of the civilian labor force for the purpose of sustaining a superior Air Force.

2. Policy

2.1. The Air Force shall implement civilian personnel recruitment and placement programs in full compliance with merit systems principles; in full recognition of prohibited personnel practices; and in full support of veterans' special rights and privileges for Federal civil service employment.

2.2. The Air Force shall ensure that positions are filled based on merit and qualifications without unlawful discrimination because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, genetic information, or prior EEO activity. The Air Force shall provide a workplace free of sexual harassment for all employees. The Air Force will not discriminate based on reserve component membership/participation (Note: When filling an Air Reserve Technician (ART) position, ART reserve membership requirements apply).

2.3. Consistent with Federal law and Equal Employment Opportunity Commission (EEOC) and Office of Personnel Management (OPM) requirements, the Air Force shall develop and implement recruitment strategies that assure a diverse Air Force workforce while providing equal opportunities to all races and ethnicities, both sexes and to individuals with disabilities at all grades or pay bands, in every employment category and in every major organizational element.

2.4. The Air Force shall fill positions from appropriate sources consistent with the priorities established by law, regulation, or higher authority.

2.5. The Air Force shall implement a merit promotion program through which it shall identify, evaluate, qualify, and select candidates for promotion using solely job-related criteria based on legitimate position requirements. The merit promotion program ensures the Air Force is able to draw from applicant pools of highly qualified, diverse candidates for promotions to positions at all levels.

2.6. Managers or supervisors shall not select a relative for a position anywhere in the organization under his or her jurisdiction or control. Additionally, a relative of a manager, supervisor, or other public official having the authority to appoint, employ, promote, or advance persons or to recommend this action may not be selected for a position in the manager's or supervisor's organization or subordinate organizations by other managers or supervisors.

2.7. The Air Force shall utilize part-time employment, including job sharing.

2.8. The Air Force shall hire experts and consultants to accomplish mission requirements when highly specialized individuals cannot be obtained through documented recruitment sources.

2.9. In foreign overseas areas, the Air Force shall employ a civilian manpower mix of U.S. citizens and local nationals that provides the best financial value to the Air Force, ensures conformance with host country international agreements or treaties, considers availability of qualified local national personnel, and maximizes career opportunities for U.S. citizens. The Air Force shall adhere to and enforce the DoD policy limiting the employment of U.S. citizens in foreign overseas areas to five years.

2.10. Air Force shall decide whether a Reduction in Force (RIF) is necessary, when it will take place, and what positions are to be abolished. Separation incentives, such as the Voluntary Separation Incentive Program (VSIP) and Voluntary Early Retirement Authority (VERA), shall be judiciously used with other RIF avoidance actions such as curtailing recruitment and the reassignment of employees to vacant positions.

2.11. The DoD Priority Placement Program (PPP) is the primary means to minimize the adverse effects on employees caused by RIF, base closure, realignments, consolidations, contracting out, position classification decisions, rotation from overseas, and transfers of function. Air Force supports and shall ensure that all commanders, managers and supervisors comply with the spirit, letter and intent of the PPP by the timely counseling, registration, matching, selecting and release of impacted PPP registrants.

2.12. The Air Force shall establish civilian career fields to facilitate hiring, development, advancement, and sustainment of the highest quality civilian workforce possible within merit principles guidelines. The career field approach provide the necessary processes and tools to develop career civilians who possess the right professional, technical, managerial, and administrative competencies to satisfy Air Force needs.

2.13. The Air Force shall support Title 5 civilian employees in GS and FWS and alternate pay systems by the appropriate use of compensation for new appointments, reemployment, voluntary and involuntary separations, conversions and transfers, promotions, changes to lower grade, pay retention, voluntary and involuntary movements between pay systems, etc.

2.14. The Air Force may use recruitment and relocation incentives and student loan repayment to help recruit new employees and relocate current employees to positions that would be difficult to fill in the absence of an incentive. The Air Force may use retention incentives to help retain employees with unusually high or unique qualifications or who are fulfilling a special need that makes it essential to retain the employee when the employee would likely leave the Federal service in the absence of an incentive. Management officials at all levels must consider all pay-setting factors including the short- and long-term financial consequences of pay decisions prior to approving an incentive.

3. Responsibilities

3.1. The Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) shall serve as an agent of the Secretary and provide guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing civilian recruitment, placement, and pay.

3.2. The Deputy Chief of Staff, Manpower and Personnel (AF/A1) develops policy, manages programs, and prepares guidance on approved policies and plans related to the management of recruitment and placement of all civilian employees, including the Civilian Career Field Management Program.

3.3. Major command (MAJCOM), Combatant Commanders, and equivalent Secretariat and Air Staff officials are responsible for management and oversight of civilian relocation, recruitment and retention incentives within assigned civilian pay budgets. Endorse requirements of the priority placement program ensuring prompt placement of qualified individuals to vacant positions. Ensure compliance with merit systems, equal opportunity, and diversity principles within assigned organizations as outlined in this Policy Directive.

Deborah Lee James
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoDD 1400.5, *DoD Policy for Civilian Personnel*, 12 January 2005

DoDD 1440.1, *The DoD Civilian Equal Employment Opportunity (EEO) Program*, 21 November 2003

DoDD 1400.25, *DoD Civilian Personnel Management System*, 25 November 1996 (Certified as Current as of 1 December 2003)

DoDI 1400.20, *DoD Program for Stability of Civilian Employment*, 26 September 2013

DoDI 1400.24, *Civilian Mobility Program*, 17 February 2006 (Certified Current as of 1 December 2010)

DoDI 1402.01, *Employment of Retired Members of the Armed Forces*, 9 September 2007

DoDI 1404.12, *Employment of Spouses of Active Duty Members Stationed Worldwide*, 12 January 1989

AFMAN 33-363, *Management of Records*

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

DoD—Department of Defense

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

EEO—Equal Employment Opportunity

EEOC—Equal Employment Opportunity Commission

FWS—Federal Wage System

GS—General Schedule

AF/A1—Deputy Chief of Staff, Manpower and Personnel

OPM—Office of Personnel Management

PPP—Priority Placement Program

RIF—Reduction in Force

SAF/MR—Assistant Secretary of the Air Force for Manpower and Reserve Affairs

U.S.—United States

VERA—Voluntary Early Retirement Authority

VSIP—Voluntary Separation Incentive Program